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DTR-6586

21 July 1971

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with Executive Director-Comptroller

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1. At 10:30 20 July, the undersigned met with Colonel White and his Executive Assistant, [ ] in response to Colonel White's request to be updated on the Senior Seminar. This was stimulated by the DTR's memo to the DCI of 2 July which requested the Director to invite four officials to make presentations, to approve the Day on Capitol Hill, and to provide guidance on inviting newsmen. Colonel White wished to be brought up to date prior to taking these matters up with the Director.

2. I reviewed the policy direction for the Senior Seminar, especially drawing attention to the planned running of nine weeks vice the original proposal of three months. I outlined briefly the analysis of the senior officer population and the objectives of the Senior Seminar which are founded in part on this analysis. As Colonel White was already familiar with the content, I limited my remarks to identifying some of the more prominent outside speakers who have agreed to make presentations.

3. We then discussed the nominations. Colonel White indicated he would undertake securing of nominations from the DIC area, mentioning officers from O/PPB, ONE, IG and OLC as possibilities.

4. At Colonel White's request, I left with him a summary paper on the Senior Seminar and a list of the nominees both of which are attached.

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[ ]  
Chief, Senior Seminar

Atts.

Distribution:

- 1 - DTR
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19 July 1971

SENIOR SEMINAR--SUMMARY

1. Policy Guidance: Program to incorporate proven features of other senior officer courses. 20 officers of minimum grade GS-15. Not to exceed three months. Scheduled 19 September through 24 November. Hard evaluation to be made, to be followed by decision whether to continue Seminar.

25X9 2. Analysis of Senior Officer Population: (Attachment B)  
Population includes those GS-15s and above or equivalent who are 52 or younger as of 31 June. [ ] of all GS-15s and above). Average officer is 47 years; has 22 years Federal service (including military); has 17 years CIA service. Education: Of 10 representative officers, 5 have bachelors; 3 have masters; 1 has doctorate; 1 has no degree. On average, 20 years since last degree granted. Mobility: 74% have served in only one Directorate (counting DCI area as Directorate); 21% in two; 5% in 3 or 4. (None in 5.) 41% have served in only one component; 32% in 2; 18% in 3; and 9% in 4 or more components. Training: 18% have attended some senior external training sponsored by CIA; 30% have taken Managerial Grid; 17% have taken some other management course within Agency; 23% have attended Mid-Career Course or Advanced Intelligence Seminar.

3. Objectives: (Attachment C)

a. Develop greater insight into problems facing CIA management; processes of change in CIA and in its external relationships; developments in U.S. society which are relevant to CIA as an organization.

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- b. Update participants' knowledge of foreign developments.
- c. Renew sense of motivation and appetite for achievement; broaden participants' understanding of peers and subordinates.

4. Modus Operandi: (Attachment D)

- a. Pre-course get together in August. Only one handout

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Organizational Intelligence). Electives to be selected by participants. Actual running will put premium on active participation and learning from each other.

5. Outline of Content:

- a. The Senior Agency Officer (1 week)

Orientation. Current perspectives on CIA. Lectures on management theories and techniques. Case studies. Electives.

- b. The Intelligence Business--Today and the Future (1 week)

A selective look at a number of significant activities throughout the Intelligence Community. New technical systems and problems. The role of Agent sources. Communications and other major support.

- c. Major World Trends and their Significance for Intelligence (2 weeks plus)

The Nixon Doctrine: its implications for intelligence. US-Soviet Relations - Continuing Challenge or Convergence. The Strategic Balance. Arms control. Implications of arms control for intelligence. Intensive looks at the Soviet and Chinese problems. Japan, Latin America, Middle East, Western Europe, technology and power, and population. Electives.

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d. Covert Action - The Hidden Side of Foreign Policy  
(1/2 week plus)

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[redacted] Soviet  
and Chinese sponsored operations. [redacted]

Electives.

e. The Changing Environment of CIA: Official Relationships  
and Relevant Domestic Change (2 weeks)

CIA relationships with the NSC and policy-making agencies.  
Relations with the Congress. Changing national priorities and goals.  
How friends and critics see us--youth, the media, and academia.  
Trends in American Society. Electives.

f. New Methodologies of Interest to Intelligence (1/2 week plus)

New analytical techniques: Delphi, systems analysis, and  
quantitative decision-making. Futurism. ADP and the Senior Officer.  
Electives.

g. Domestic Travel (1/2 week)

Keyed to the particular interests of officers attending  
the Seminar. Possibilities are intelligence, intelligence contractor,  
military or space facilities, or institutions involved in domestic  
change.

h. Management of Intelligence in a Period of Change  
(1 week plus)

Management of intelligence resources. Personnel manage-  
ment. Intelligence and policy formulation. Factors influencing  
intelligence analysis. Intelligence in American Society. Electives.  
General evaluation of the Seminar.

6. Who Should Attend: To maximize learning among participants,  
the Seminar should include:

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- a. Officers with different specializations;
- b. Officers with different geographic knowledge and experience; and
- c. Officers from throughout the grade range GS-15 through GS-18.

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